

**MISSOURI  
DEPARTMENT OF HEALTH  
AND SENIOR SERVICES**

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**FY 07  
WORKFORCE  
DIVERSITY  
PLAN**



**DEPARTMENT OF HEALTH AND SENIOR SERVICES  
FY07 WORKFORCE DIVERSITY PLAN  
TABLE OF CONTENTS**

Non-Discrimination in Employment and Provision of Services Policy	Page 03
Signatures	Page 04
Introduction, Mission Statement, Vision Statement	Page 05
Description of the Department	Page 06
Organizational Chart on June 30, 2006	Page 09
Dissemination	Page 10
Implementation	Page 11
Recruitment	Page 13
Employment and Benefits	Page 14
Special Policy	Page 16
Service Provision	Page 18
Purchasing	Page 19
Problems and Progress	Page 21
Workforce Analysis	Page 24
Graph of Workforce Analysis	Page 25
Promotions, New Hires, and Terminations	Page 27
Goal Update from Previous Plan	Page 29

Under-Utilization and Goals For the Current Plan	Page 30
Statistical Analysis and Goals	Page 30
Under-Utilization by District:	
Eastern, Southeastern, and Southwestern	Page 31
Northwestern and Northeastern	Page 32
Central	Page 33
Analysis of Job Area Acceptance (JAAR)	Page 34
Salary Analysis	Page 37
Glossary of Terms	Page 38
Job Groups	Page 40

**NON-DISCRIMINATION IN EMPLOYMENT AND  
PROVISION OF SERVICES POLICY**

It is the policy of the Missouri Department of Health and Senior Services to provide equal treatment in employment and provision of services to applicants, employees and clients without regard to race, color, national origin, sex, religion, age, disability or veteran status; hereafter referred to as protected category.

In accordance with the Affirmative Action Program, Governor's Executive Order 94-03, applicable federal and state laws and regulations, and the principles of affirmative action and equal employment opportunity, the Missouri Department of Health and Senior Services shall provide equal opportunity for all in recruitment, hiring, training, promotion, transfer, compensation, and all other terms and conditions of employment without regard to protected category status.

It is the policy of the Missouri Department of Health and Senior Services to assure that no person will be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination for any services because of race, color, national origin, sex, religion, age and/or disability. No facility operated by the Department of Health and Senior Services may be used to promote any discriminatory practice nor shall the Department become a party to any agreement that permits any discriminatory practice. Appropriate interpretive services will be provided as required for the visually or hearing impaired and for persons with language barriers. The Department of Health and Senior Services shall not grant, deny or revoke a license, registration or certification on the basis of race, color, national origin, sex, religion, age or disability.

The Missouri Department of Health and Senior Services' commitment to Title VI, Title VII and Title IX of the Civil Rights Act of 1964 and amendments, Sections 503 and 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990, the Missouri Public Accommodations Act, and Executive Order 94-03 is hereby reaffirmed.


This policy and the Workforce Diversity Plan shall be adhered to by all staff and contractors (where applicable) of the agency. Supervisory and management staff, in particular, shall assure that the intent as well as the stated requirements of the Methods of Administration are implemented. The application of this policy is the individual responsibility of all administrative and supervisory staff.


This policy shall be posted in all offices of the Missouri Department of Health and Senior Services.

  
Julia M. Eckstein, Director  
Department of Health and Senior Services


8/31/06  
Date

 Date 8/31/06  
Nancie McAnaugha, Deputy Director  
Department of Health and Senior Services

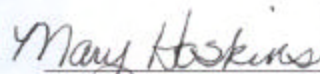
 Date 9/6/06  
Dr. Eric Blank, Director  
State Public Health Laboratory

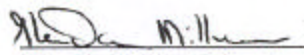
 Date 9/12/06  
Brenda Campbell, Director  
Division of Senior & Disability Services

 Date 9-6-06  
Bruce Clements, Director  
Center for Emergency Response and  
Terrorism

 Date 9-6-06  
David Durbin, Director  
Division of Regulation and Licensure

 Date 9-6-06  
Bret Fischer, Director  
Division of Administration

 Date 8/31/06  
Mary Hoskins, Chief  
Office of Human Resources

 Date 9-6-06  
Glenda Miller, Director  
Division of Community & Public Health

## INTRODUCTION

The Department of Health and Senior Services' Workforce Diversity Plan is designed to communicate and facilitate the commitment to the principles of equal employment opportunity, affirmative action, diversity recruitment, retention, and provision of employment opportunities to a diverse workforce. The implementation and maintenance of a diverse workforce and the provision of equitable and quality public health services is a primary goal of the Department.

An integral part of Departmental policy and philosophy is to administer hiring, transfers, promotions, training, compensation, benefits, and any other terms and conditions of employment, without regard for protected category status.

The Workforce Diversity Plan emphasizes a goal-oriented approach to diversity within the workplace. Information in a plan should include data on under-utilization of minorities and females in the workforce and set specific goals to address *only* those positions that are under-utilized. The Department's intent is to reach parity through hiring diverse applicants and promoting current employees. Setting goals for the Department can assist in reaching this point.

This Plan commits all employees of the Department of Health and Senior Services to support the Departmental policy regarding equal employment opportunity, affirmative action goals, and provision of services and contractual agreements in a nondiscriminatory manner.

This Department is also committed to the establishment and maintenance of a contractual support system that encourages and supports minority and female entrepreneurs.

## MISSION STATEMENT

To be the leader in promoting, protecting and partnering for health.

*The Missouri Department of Health and Senior Services is the health agency in Missouri. It is our role to promote health and to protect the citizens of Missouri. Promoting and protecting health is a big job requiring partnerships that are broad and inclusive. It is our mission to be the leader in promoting, protecting and partnering for health.*

## VISION STATEMENT

Healthy Missourians for life.

*Each Missourian has a right to a health life, and a responsibility to make choices so that we have life long health. Our vision is for healthy Missourians throughout life from conception to natural death. Together we can achieve this vision.*

## **DESCRIPTION OF THE DEPARTMENT**

Senate Bill 25 created the Department of Health in 1985. The bill elevated the Division of Health in the Department of Social Services to a separate cabinet level Department, to become the Department of Health. This enhanced Missouri's ability to respond to the increasing challenges of protecting the public's health. The Department continues to grow and expand to meet the needs of the public. This growth is evident with the addition of the Division of Senior Services, which came from the Department of Social Services, and was made official through Executive Order 01-02. This transfer helped to create the Department of Health and Senior Services. When the transfer became official on August 28, 2001, this transfer provided the opportunity to combine resources and services so the Department could start concentrating on ways to improve the health and quality of life for Missourians of all ages; and to help them set goals to become healthy people living in an environment that is safe, supportive, and conducive to a healthy lifestyle.

The State Board of Health and the State Board of Senior Services act in an advisory capacity to the Department and whose members are appointed by the Governor and confirmed by the Senate. The Boards advise the director regarding priorities, policies and programs of the Department and review rules promulgated by the Department.

The FY07 Plan gives a "snapshot picture" of the Department as it looked on June 30, 2006. At that time, there were: one (1) center, four (4) divisions, and the State Public Health Laboratory. A restructuring of the department's divisions and programs became effective on August 01, 2005 that allowed for a more effective, efficient and innovative public health system.

### **OFFICE OF THE DIRECTOR**

The Department Director is appointed by the Governor and is the Chief Executive Officer for the Department. The Deputy Director assists the Director and acts for the Director in his/her absence. The Director is the chief liaison officer of the Department for joint efforts with other governmental agencies and with private organizations that conduct or sponsor programs that relate to public health in Missouri. The Director's Office provides oversight for the Department and is responsible for the management of the department and the administration of its programs and services. The Director's Office oversees the offices of: Human Resources; Public Information; Governmental Policy and Legislation; General Counsel; and Special Investigations. The Center of Emergency Response and Terrorism, the State Public Health Laboratory and the Division of Administration also report to the Director's office.

### **CENTER FOR EMERGENCY RESPONSE AND TERRORISM (CERT)**

CERT was created to coordinate regional and state planning for and response to public health emergencies and natural disasters, including biological, chemical, and nuclear terrorism. The DSR is operational 24 hours a day, 7 days a week, ensuring staffing and functional ability to

operate as a command-and-control center in the event of an emergency. The center also ensures inter-departmental coordination between other local/state agencies on public health emergency planning and response along with hospitals, other healthcare organizations, and other agencies like local law enforcement. The center also assures that the state and regional plans are regularly exercised, evaluated and refined based on the exercises and evaluations.

#### STATE PUBLIC HEALTH LABORATORY (SPHL)

The administrative offices of the State Public Health Laboratory are located on Jefferson City. Each year, more than one-half million specimens are submitted to the central lab, the State Tuberculosis Laboratory in Mt. Vernon, and the branch lab in Poplar Bluff for testing and examination. The SPHL is the principal lab for the state and supports investigations of suspected acts of bioterrorism. In addition, the SPHL is responsible for approving methods and instruments, and issuing permits to qualified individuals to perform tests to enforce Missouri's law prohibiting driving while under the influence of alcohol and drugs. The SPHL provides testing services in the fields of newborn screening, chemistry, environmental bacteriology, microbiology, serology and virology.

#### DIVISION OF ADMINISTRATION

The Division of Administration's mission is to provide leadership in providing quality fiscal and general support services to all department units. Services include budgeting, accounting, expenditure control, internal audit, procurement, grants and contract administration, legislative review, general office support, delivery and mailroom services, building lease management and maintenance of the inventory of physical assets warehouse. This division also serves as the department's liaison to the State Auditor's Office.

#### DIVISION OF COMMUNITY AND PUBLIC HEALTH (CPH)

CPH administers programs addressing chronic disease prevention and nutrition services, healthy families and youth, community protection and provides public health practice and administrative support. In addition, the Office of Minority Health, Office of Women's Health, Center for Local Public Health Services, Office of Epidemiology, Office of Primary Care and Rural Health, and the Office of Community and Public Health Emergency Coordination all collaborate with programs and communities to set policy and goals for the division.

#### DIVISION OF REGULATION AND LICENSURE

The Division of Regulation and Licensure has responsibility for a spectrum of services for Missouri citizens from child care to elder issues to environmental regulations, as well as the Family Care Safety Registry, the State Long-Term Care Ombudsman, the Board of Nursing Home

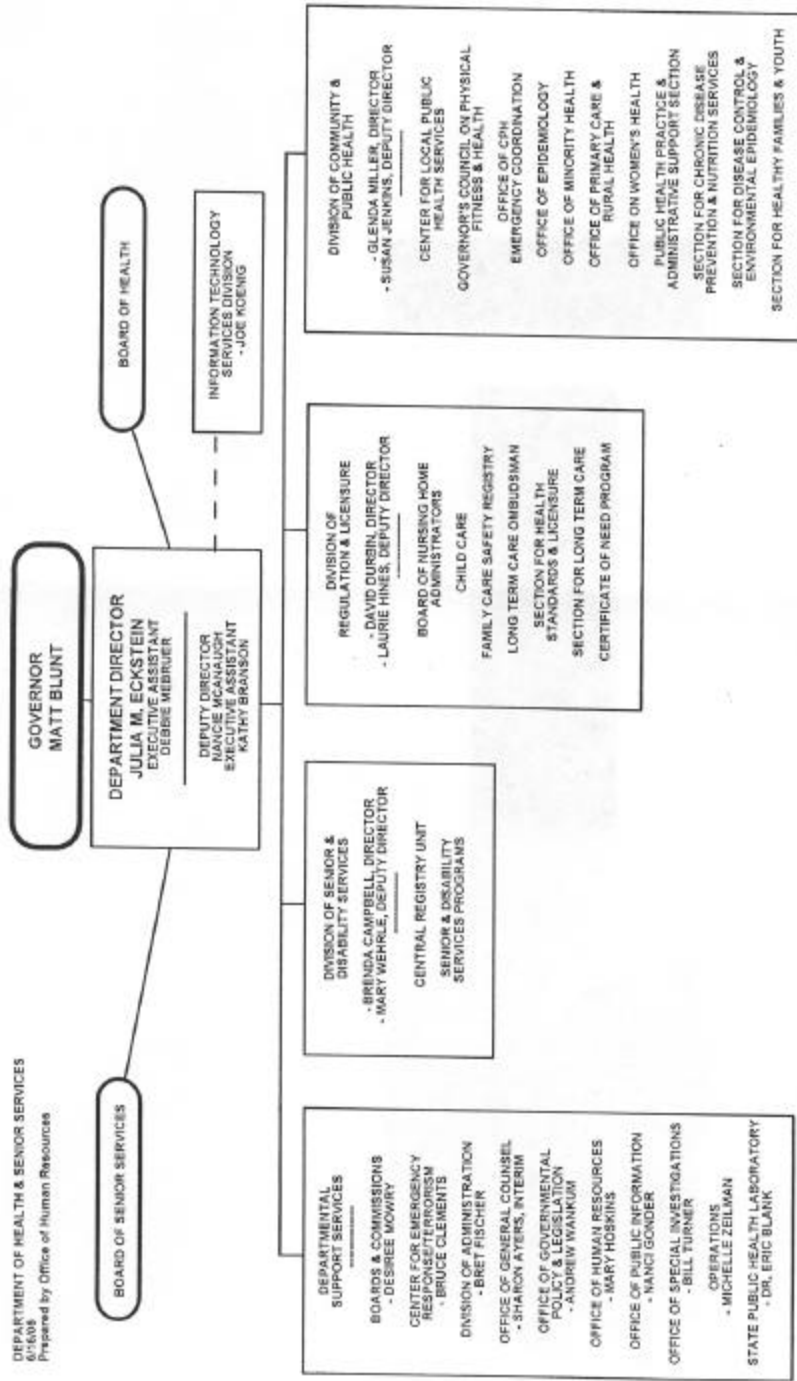


Administrators, and the Certificate of Need program. Also within the division are units that regulate or license entities that involve environmental health issues such as lodging facilities, on-site sewage disposal systems, lead remediators, industrial sources of radiation, milk rating and frozen desserts.

#### DIVISION OF SENIOR AND DISABILITY SERVICES

This division's focus is to protect Missouri's elderly and disabled persons. This division carries out the mandates of the State of Missouri regarding investigation and intervention in cases of adult abuse, neglect and financial exploitation. This division also provides oversight to programs and services for seniors and adults with disabilities. The division also plans to maximize independence and safety for adults who choose to remain independent in the community by administering state and federal community-based programs.

The transfer of the Personal Care Attendant Program from the Department of Elementary and Secondary Education to DHSS was effective August 29, 2005. The Personal Care Attendant (PCA) Program was created as a consumer-directed alternative to traditional company-based-in-home services for individuals choosing to receive long-term care in the home. Bringing the PCA program to DHSS maximizes coordination of home and community based care within one department. Individuals seeking care in the home and community will now have access to care provided through contracted providers of the ability to consumer direct-choosing, hiring, firing, and training their own aide-while contacting only one state agency.



## **DISSEMINATION**

The Department's Equal Employment Opportunity Policy is included in the Department's Administrative Manual and is available to all employees on the department's intranet.

Internally, the Workforce Diversity Plan is available to all employees by requesting a copy from their supervisor or manager, or by requesting a copy from the Office of Human Resources, or by locating it on the Department's Intranet.

Externally, the Plan is filed with the Office of Administration/Office of Supplier and Workforce Diversity and is made available to all federal, state, and local entities at their request. The Plan is further provided to all recruitment sources and to any applicant or any other interested party by request. The department's official stationary also states that the Department of Health and Senior Services is an Equal Opportunity/Affirmative Action employer.

All agencies, contractors, subcontractors and vendors receiving funds from or through the Department of Health and Senior Services or providing services to and for the Department of Health and Senior Services shall be informed of the Department's policy and their responsibility to comply with all applicable federal and state laws, regulations, and executive orders pertaining to equal employment opportunity and nondiscrimination in provision of services. They will likewise be required to post the Department of Health and Senior Services' policy statement in their offices. This will be done through contract language, training when made available, contact through correspondence or in-person, or through civil rights monitoring activities.

## **IMPLEMENTATION**

The following Department officials, management, and supervisory personnel have authority and responsibility to implement the Department of Health and Senior Services' Workforce Diversity Plan.

### **DIRECTOR, DEPARTMENT OF HEALTH AND SENIOR SERVICES**

The Director of the Department holds ultimate responsibility for the Department's compliance with federal and state laws, regulations, and executive orders relating to equal employment opportunity and for the Departmental policy statements and the Workforce Diversity Plan. The Director has authority and responsibility for assuring that management and supervisory personnel carry out the provisions of the Equal Employment Opportunity Policy and the Workforce Diversity Plan.

### **DEPUTY DEPARTMENT DIRECTOR**

The Deputy Director acts for the Director in the Director's absence and assist in assuring that management and supervisory personnel comply with the provisions of the Workforce Diversity Plan. The Deputy Director assists in the direct supervision of the divisions and centers, assists the Director in making crucial leadership decisions, and is also responsible for setting a positive leadership tone.

### **CHIEF, OFFICE OF HUMAN RESOURCES**

The Chief, Office of Human Resources, is responsible for ensuring all personnel actions of the Department are administered without regard to protected category status and in accordance with Executive Order 112465, Governor's Executive Order 94-03, and the state merit regulations. The Chief further assists in setting a leadership tone for all management in support of affirmative action and equal employment principles. The Chief provides supervision of the Human Relations Officer and all personnel functions.

### **HUMAN RELATIONS OFFICER III**

The Human Relations Officer III assists in the administration and implementation of the Workforce Diversity Plan. The HRO develops and revises the Workforce Diversity Plan. The Human Relations Officer also investigates complaints of discrimination, unlawful employment practices, and sexual harassment. This office also monitors the grievance process and provides mediation services when appropriate. This office oversees contract compliance and its administration and enforcement of Title VI of the Civil Rights Act, the Americans with Disabilities Act, Sections 503 and 504 of the Rehabilitation Act of 1974, and all other related laws

dealing with equality in providing services. The HRO also provides training in the prevention of sexual harassment within the workplace.

#### DIVISION / CENTER / LAB DIRECTORS

Each division/center/lab director acts as the Appointing Authority for their division/center and is responsible for ensuring the provisions of the Equal Employment Opportunity Policy and the Workforce Diversity Plan are implemented and maintained within his/her division/center. Authority and responsibility include having a thorough knowledge of the Workforce Diversity Plan, making a concerted effort to achieve the goals set forth in the Plan, and assuring equal employment opportunity.

#### MANAGERS AND SUPERVISORS

The leader of each organizational unit is responsible for carrying out the provisions of the Workforce Diversity Plan. Authority and responsibility include having a thorough knowledge of the Plan, making a visible and proactive effort to achieve the goals set forth in the Plan, and taking appropriate initiative to provide job opportunities for all eligible applicants. Managers and supervisors are responsible for providing equal treatment in all terms, conditions, and privileges of employment.

## **RECRUITMENT**

Due to budget constraints, recruitment has become very limited and has become a shared responsibility between the Office of Human Resources and the units who are hiring. Job openings are listed on the Department's web site.

The Department also places ads in various newspapers, but these actions are also based on budget.

As budget permits, the Department participates in programs to provide general job information for targeted groups and provides information about the department and its services at events such as the Missouri State Fair.

## **EMPLOYMENT AND BENEFITS**

### **SELECTION**

The Department is a Merit System agency. The majority of vacancies are filled through the use of the Merit System selection process. The Division of Personnel, Office of Administration, administers this process. Once an individual is deemed eligible through the merit process, the selection procedure may consist of a personal interview, an evaluation of education and experience, and past job performance. If other selection procedures are used, such as typing tests or other performance tests, these require prior approval.

All selection procedures must be job-related and conducted in such a manner that applicants are evaluated on the same criteria. Managers and supervisors are encouraged to select individuals so as to build a diverse workforce. All individuals selected must be qualified and eligible through the Merit System guidelines.

After the completion of the selection process, documentation is submitted to the Office of Human Resources reflecting the individual selection.

### **PROMOTIONS**

It is the policy of the Department that promotions are made on the basis of qualifications. It is against Departmental policy to deny or award promotion or advancement based solely on protected category status.

### **TRANSFERS**

Transfers within the Department of Health and Senior Services are granted without regard to protected category status. Employees may request transfers by completing the appropriate form and sending it to the Division of Personnel, Office of Administration.

### **LAYOFFS**

Layoffs are utilized to meet budgetary goals. Layoffs are conducted in accordance with the Merit System rules and regulations and shall not be used to affect employees on the basis of protected category status.

The elimination of 200 job positions occurred in the Spring of 2005 in order to meet FY 2006 budget reductions.

## DISCIPLINE

Decisions to discipline an employee are made on the basis of the employee's inability to perform the duties of the position or failure to comply with Department/State policies, procedures, rules and regulations. No employee is disciplined on the basis of protected category status.

## TRAINING

The Department provides training and professional development programs to help employees achieve and maintain a high level of work performance and to enhance opportunities for career growth. Training related to improving and enhancing management and supervisory skills is required for all managers and supervisors according to DHSS training policy (9.2). Leadership development opportunities are also available through the department. New employee orientation is also required for all new employees. Other workshops and training programs are available within the department to meet specific needs as identified by department management. DHSS also provides many programs via distance learning methods in order to make learning more easily accessible to all staff and customers of the department.

Training is available and encouraged for all employees regardless of protected category status.

## PERFORMANCE APPRAISALS

Performance appraisals are given to all original and regular Departmental employees governed by the provisions of the Merit System. Detailed performance components and expectations are designed for each position. These components are shared with employees so that job expectations are clearly outlined. Ratings are in increments of six (6) to 12 months with special appraisals conducted on occasions where performance warrants.

## COMPENSATION/CLASSIFICATION

Appointing Authorities in consult with the Office of Human Resources, ensures employees are not assigned to classifications on the basis of protected category status. Recommendations for positioning classes in the pay plan are based on the relative worth of the work performed. Salary is based on qualifications of the employee in the position.



## **SPECIAL POLICY**

### **ACCOMMODATIONS FOR EMPLOYEES WITH PERMANENT AND TEMPORARY DISABILITIES**

The Department is committed to providing assistance and support to the extent practicable to employees who have disabilities as defined by the Americans with Disabilities Act. This policy also addresses temporary disabilities. Administrative Policy 3.3 defines the Department's position on this issue. Employees shall not be discriminated or retaliated against for exercising their rights under this policy.

### **SEXUAL HARASSMENT**

It is the policy of the Department to provide all employees with a work environment free from any form of discrimination including sexual harassment. The Department regards acts of sexual harassment as misconduct. Unlawful sex discrimination affects males and females, employees, and clients. The Department will take prompt and appropriate action when harassment is reported or discovered. The Department has an established policy and procedure to provide employees with a means for reporting these problems. New employees are given a copy of the sexual harassment policy when they first appear for work, and must sign that they received the policy.

The Department's policy relative to sexual harassment is available in the Administrative Manual, Chapter 12, Section 12.3. This training is provided to all employees, with supervisors being required to attend the training session. Prevention of Sexual Harassment training is also presented at New Employee Orientation. The Department's Human Relations Officer provides this training.

### **MEDIATION SERVICES**

The Department offers mediation services. These services are available when conflict in the workplace reaches the level that normal work process is interrupted. The Department's Human Relations Officer is trained in and available for mediation; but in cases of conflict of interest, an outside mediator assists in mediating the conflict. Managers and supervisors are encouraged to utilize mediation services to resolve conflict. The Human Relations Officer or Chief, Office of Human Resources, should be contacted for information relating to these services or to schedule mediation.

### **DIVERSITY TRAINING**

The Department has offered diversity training that is provided by the Missouri Commission on Human Rights. This training is required for all supervisors and managers.

## COMPLAINT AND GRIEVANCE SYSTEM

### Internal Discrimination Complaints

The Department of Health and Senior Services has a comprehensive process for resolving complaints of discrimination, unlawful employment activities (including sexual harassment), and inappropriate employment activities. Any applicant or employee who perceives he/she has experienced discrimination because of protected category status may utilize this procedure without fear of harassment, coercion, intimidation, or retaliation.

An employee or applicant may file a written complaint alleging discrimination or unlawful employment practice(s) with the Human Relations Officer and/or within their supervisory chain. Retaliation for filing or participating in a complaint of discrimination is forbidden.

The Human Relations Officer is available to counsel employees of the Department, as needed, should they believe they have been subjected to discriminatory treatment.

### Internal Grievance Procedure

The Department of Health and Senior Services maintains a grievance system to resolve work-related incidents or events that have a negative impact on work. The grievance procedure includes an informal process for employees prior to filing a formal grievance. The grievance procedure is available to Department employees without regard to protected category status.

Departmental policy prohibits retaliation or discrimination because of the use of the grievance procedure or because the employee has testified, assisted, or participated in any manner in an investigation, hearing, or other proceeding in the grievance procedure.

These policies are available in the Department's Administrative Manual, Procedures Chapter 12, Sections 12.1 and 12.6, which are on the department's intranet.

## **SERVICE PROVISION**

### **PROVISION OF SERVICES**

No person shall be denied receipt of any service or benefit provided by the Department of Health and Senior Services solely on the basis of race, color, national origin, sex, religion, age, and/or disability, hereinafter referred to as “protected category” status. The Department will not become party to any agreement that permits any discriminatory practice. All agencies funded, in part or in whole with state or federal revenue provided through the Department of Health and Senior Services, will provide services without regard to protected category status. Appropriate interpretive services will be provided as required for the visually or hearing impaired and for persons with language barriers, which is addressed in the contract language. The Department does not grant, deny, or revoke a license on the basis of protected category status.

All units within the Department of Health and Senior Services shall maintain an appropriate system to provide for communication with the visually and hearing impaired and non-English speaking applicants or recipients. The Department is currently utilizing a foreign language interpretation service to assist with departmental contact with people of limited English speaking proficiency. This service is being implemented in order to make access to Departmental services more reachable for this portion of the population.

The Department has included the telephone numbers for RELAY MISSOURI (a toll free telephone service for the hearing and speech impaired) in its official letterhead. The font for the footer (which contains the EEO/AA statement and the non-discrimination in the provision of services statement) has been enlarged to make it easier to read.

### **CONTRACT COMPLIANCE**

The Department commits to enforce Title VI of the Civil Rights Act of 1964 and amendments, Sections 503 and 504 of the Rehabilitation Act of 1973, Missouri Public Accommodation Act and Executive Order 94-03 and the Americans with Disabilities Act of 1990. The Director assures that all laws, acts, and orders prohibiting unlawful discrimination in provision of services will be enforced.

The Department has established and implemented a State Plan for Methods of Administration pursuant to Title VI, Civil Rights Act of 1964; Section 504, Rehabilitation Act of 1973; Age Discrimination Act of 1975; and Title IX, Education Amendments of 1972; and promulgated a rule which is included in the Code of State Regulations. This rule details the administrative practices of the Department relative to compliance with all federal and state laws and regulations mandating nondiscrimination in the provision of services.

The Department shall make no policy or regulation that would result in unlawful discrimination against applicants or for recipients of services in any program administered by the Department. No employee or agent of the Department may take any action on the basis of that person's affected group status.

## **PURCHASING**

### **MINORITY AND WOMEN BUSINESS ENTERPRISE**

Total M/WBE expenditures from January 2006 through March 2006 were \$ 1,936,054.44 with a breakdown of \$1,699,827.85 in MBE purchases and \$ 236,226.59 in WBE purchases. In April through June 2006, total purchases were \$2,322,706.41. MBE purchases totaled \$2,110,711.89 and WBE purchases totaled \$ 211,994.52.

Procurement staff continue to work with the Office of Supply and Workforce Diversity (formally known as the Office of Equal Opportunity) to enhance purchases from M/WBE vendors. The Office of Supply and Workforce Diversity is working to enhance its website to give state agencies easy access to MBE/WBE information and will help in reaching out to those vendors to procure commodities and services. The Department will also continue to encourage all programs to consider the use of M/WBE businesses when available.

The Department will continue to encourage the utilization of M/WBE businesses for small purchases through awareness. Different ways in increasing this awareness may be done through trainings, public meetings, seminars, informational emails, memos, and posted website information. With budgetary issues in the forefront of all purchases, the Department is extremely watchful and attentive as to money spent. All efforts are made to ensure that money is spent efficiently and for the purpose of serving the people of Missouri.

### **VENDOR TRAINING**

The Department will continue to provide information to our business partners regarding minority subcontractor participation. Department staff/employees have always made an effort to work with these contractors to identify possible minority subcontractors and assist in developing strategies to enable the contractor to achieve the MBE goals. Department staff will continue to assist the contractor in completing the MBE participation reporting requirements in our contracts.

### **RECRUITMENT**

Recruitment and referral for vendor registration and participation is an ongoing activity within the Department of Health and Senior Services. Besides the Office of Administration, the Department of Health and Senior Services utilizes different sources to obtain qualified minority bidders. These include referrals from State Purchasing Buyers and referrals from other state agencies.

Program units within the Department are informed through contract language to seek minority health care providers, commodity suppliers and other M/WBE business partners when contracting for goods or services.

When budget allows, the Department's Request for Proposals and Invitation for Bids are advertised in newspapers across the state. Bids are continually made available to prospective minority and women vendors through the Department's Internet home page.

### MONITORING

The Department of Health and Senior Services constantly updates its contract databases to reflect any minority participation through subcontracts and acts to identify any current vendors that should be classified as M/WBEs. The Department updated its contract language to require vendors to report M/WBE status and any minority subcontracting activity associated with their current contract. Contract monitoring can provide follow-up activities ensuring documentation of this activity. The Department of Health and Senior Services also contracts through participation agreements for various services.

## **PROBLEMS AND PROGRESS**

The Missouri Department of Health and Senior Services represents citizens of the State of Missouri. The Department of Health and Senior Services is a responsible and responsive organization of inspired employees committed to continuous improvement in the health status of our population through partnerships with local public health agencies, public and private sector entities and Missouri citizens. The Department uses strategic leadership and partnership while promoting community participation in programs and systems in order to accomplish outcomes and objectives.

In order to meet this responsibility the Department must make use of all resources, both internal and external. The Department must draw on the diversity of its employees, and recruit from the diversity that exists within the applicant pool. The utilization of diversity in the development, implementation and administration of Departmental programs and the policy that administers those programs is essential. It is important to the Department that its employees, while they feel a membership in the Department team, be diverse. This diversity is extended to all aspects of diversity – those of race, color, sex, age, religion, disability, and those of creativity in thought process, ability and educational status. It is the Department of Health and Senior Services' intent to create a diverse team of employees that is capable to meet the needs of the changing health environment.

Achieving and maintaining diversity is a business necessity for the Department of Health and Senior Services. DHSS recognizes that utilizing the Workforce Diversity Plan is one way to achieve this necessity.

Every citizen in the State of Missouri and many citizens in the United States are affected by the services provided by employees of the Missouri Department of Health and Senior Services. With the ever-increasing diversity of the client who receives the services offered by the Department of Health and Senior Services, DHSS recognizes the need to increase the diversity of its employees.

It is the intent of the Department and of this Plan to assist in the selection of a diverse and qualified group of employees to serve the public. Examples of the specialty programs that the Department administers include STD/HIV Prevention, Immunization, Tuberculosis, Injury Control, Disabilities Prevention, Family Health, Child Care and Nutrition Programs, Child Care Safety and Licensure, Special Health Care Needs, Cancer Control, Home and Community Services, and Long-Term Care Regulation. The Department does not utilize the Workforce Diversity Plan to discriminate but instead utilizes the Plan as a guide in assisting in the selection of qualified individuals. The Department has always attempted to recruit and maintain diversity, but has also had difficulty attracting and maintaining that diverse workforce. The Department has made diversity training a requirement for all supervisors and managers in order to provide education and awareness of the subject.

The Department does not require managers to select minorities or females in specific positions. The Department encourages the selection of minorities and/or females in positions where under-utilization is reflected. Awareness of the Workforce Diversity Plan and any underutilized group

is kept in the light by asking the question “Is this class an under-utilized area in the diversity plan for this division and location? Would additional assistance from the Office of Human Resources in recruitment to increase the diversity of the applicant pool be beneficial?” on the Department’s Request to Fill form. When a position is open and the hiring process begins, this form is filled out by managers/administrators and that one question helps to keep the Plan in their thoughts. The Department allows race and/or sex to be utilized under these circumstances only as one criterion. The applicant must be qualified for the position and must be able to carry out all functions of the position. Because promotion is utilized often within the Department, the Department acknowledges that the successful recruitment and maintenance of diversity in entry-level positions is necessary to provide an adequate applicant pool for upper-level positions. The Department tracks monthly personnel actions on a “Monthly Personnel Report” (which includes new hires, terminations, promotions, transfers, etc.) by race and gender and also tracks promotions by “feeder groups” to be used in the workforce diversity plan. The Department understands that the Workforce Diversity Plan exists to address historically under-utilized individuals of which females and people of color are foremost. The Department further encourages the understanding that diversity is not limited to race and sex, but includes age, disability, veterans status, religion, urban/rural origin, and many other issues.

As the Department’s recruitment efforts continue on a smaller scale due to budget restraints, the retention of employees in under-utilized areas still remains an important issue.

Many methods for helping to develop a strong and diverse employee base have been developed and implemented by the Department. One method consists of diversity training for employees and offering similar training for non-employees (interns, volunteers, etc). One program offering this training is the Program for Dietetic Interns (PDI). The program started in 1999 to provide training in competency skills required in dietetics for public health nutritionists and dietetic graduates with a strong focus on community and public health nutrition. The PDI has graduated over three classes of dietetic interns and has recently received accreditation from the American Dietetic Association, Commission on Accreditation for Dietetics Education. The interns are given Departmental training in Civil Rights, Diversity, ADA issues, and Prevention of Sexual Harassment.

The Department also initiated “Grand Rounds” in January 2004. DHSS provides many diverse programs and services and wanted a way to showcase those programs and services for its employees and the public. While intended to highlight programs and services, these sessions have been one way in getting information out about the Department to those who may be interested in what the Department does. Grand Rounds can offer staff or the public a chance to determine if he/she may be interested in working with the Department. It can also be a chance to provide information to someone who may want to contract with the Department to provide a service, or offer a chance to gain insight if there should be interest about the purchasing process. Since 2004, sessions have included topics like: Geographic Information Systems (GIS) that specializes in combining data from multiple sources and displaying that data in a geographical context, consumer direct care and community counseling, and the Family Care Safety Registry and how it provides background information on caregivers who are hired to care for children, the

elderly, and the disabled, the Local Public Health Agencies and their services and population served.

In the past, the Department has developed innovative ways for administration to get to know the staff and offer staff an opportunity to meet management. An “Ice Cream Social” has been utilized in the past for this concept. This method has also afforded employees the chance to meet other employees whom they might not otherwise have an opportunity to get to know. The names of employees were drawn randomly and invited to attend the social with the Department Director and was held in the Director’s Office. Currently being used is a weekly “Walk with the Director.” The healthy walks include a DHSS employee or group of employees and gives the director a chance to meet and talk with members of the department.

In June 2005, the Department and its partners engaged in a highly interactive planning and vision process geared towards achieving breakthrough health improvements for Missouri. Participation and support was encouraged from everyone and what emerged was a creative and innovative format that will form the basis of the Department’s strategic effort through the year 2009. The plan (entitled “Move To Improve”) was set up to increase Missourians’ awareness of, commitment to and investment in health, create system level transformation of health improvement and health care delivery, shift focus toward prevention and wellness, maximize resources, and use policy as a transformation tool to help guide DHSS in building department and community capacities to improve the health of Missourians.

In March 2006, the Department Director sent a memo to all DHSS employees announcing the “New Idea Forum” that would be set up on the Department’s intranet. The idea for the forum was received through the Move to Improve planning process and was developed to allow for the sharing of new ideas on ways DHSS programs may partner with one another and allowed for the sharing of ideas on ways to improve the department or to enhance the department’s initiatives. It was also created to generate new ideas and/or receive comments related to a specific question, provide employees with education about the specific issue in question, to encourage employees to participate in an open exchange of ideas and comments, and to provide quality improvement recommendations for Department management to consider. Most importantly though, in the initial memo, the Director announced that the Department’s most valuable resource was, in fact, the employees and that they were needed to share their insight gained from valuable hands-on experience.

The Director has also used the concept of a “Town Hall” meeting (with an informative email afterwards) for discussion of ideas and for a chance to provide information to employees on questions they may have submitted.



## WORKFORCE ANALYSIS

The workforce analysis section is prepared for the Department of Health and Senior Services by using data generated by the Office of Administration, Office of Equal Employment Opportunity.

The Missouri Department of Health and Senior Services employed 1,805 (full time) employees statewide, as of June 30, 2005. Total males make up 23.00% and females 77.00%. White males (W/M) account for 20.8% of the workforce; black males (B/M), 1.3% and other minority males (O/M) make up 0.7%. White females (W/F) account for 68%; black females (B/F), 7%; and other minority females (O/F) make up 2%.

### Department of Health and Senior Services Breakdown as of June 30, 2006

Male.....	23.00%
Female.....	77.00%

#### Males

White.....	20.8%
Black.....	01.3%
Other Minorities.....	00.7%

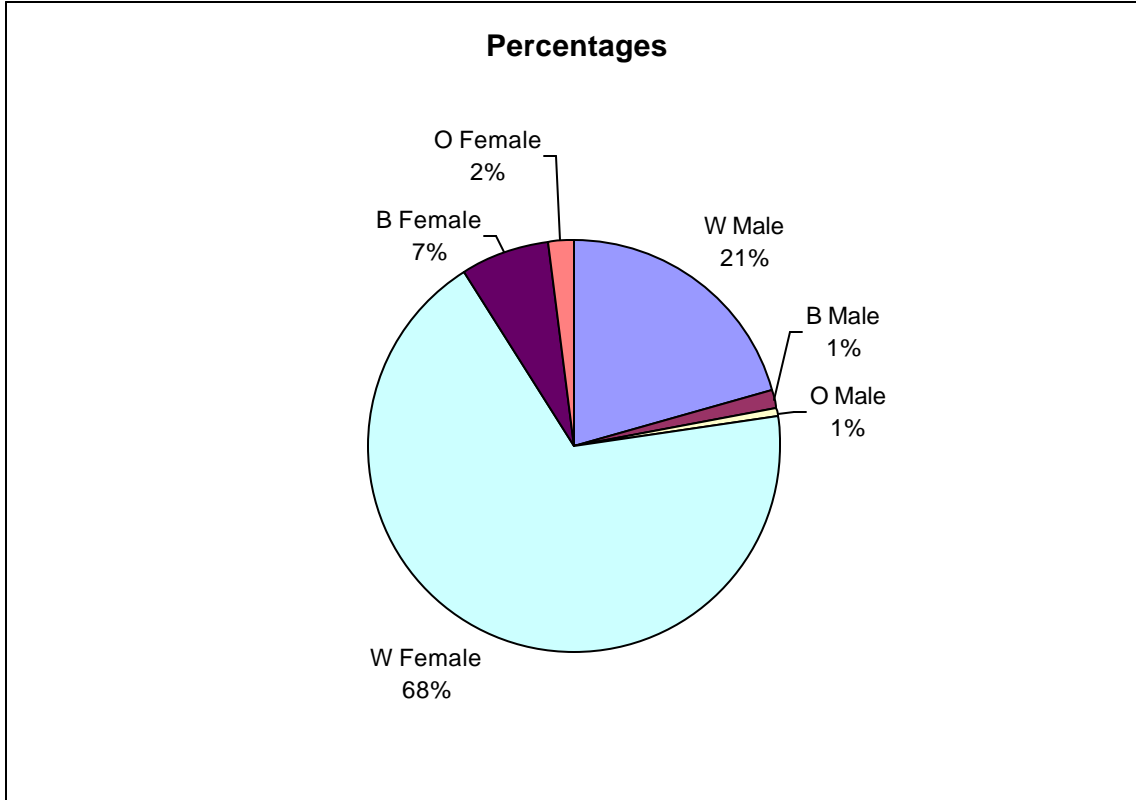
#### Females

White.....	68%
Black.....	07%
Other Minorities.....	02%

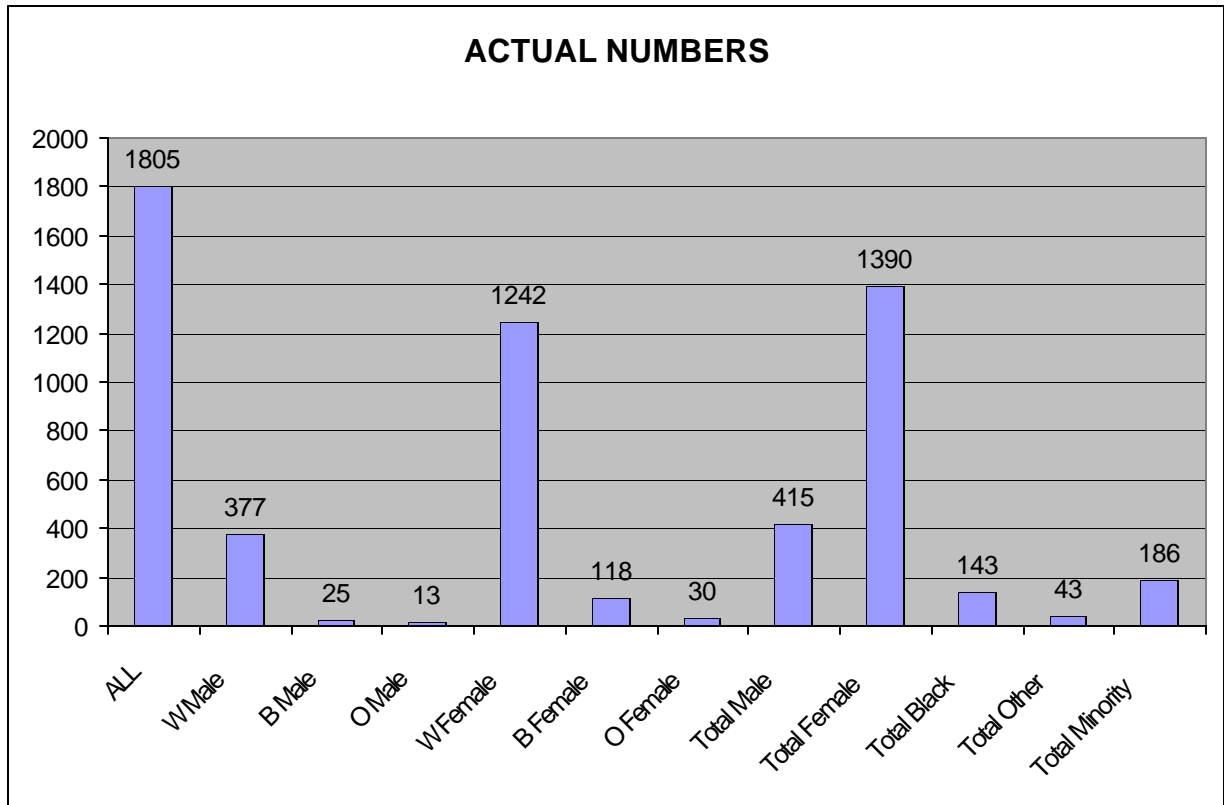
**TOTAL EMPLOYEES** 1,805

# **JUNE 2006**

## **DHSS Employment\* by Race & Gender**



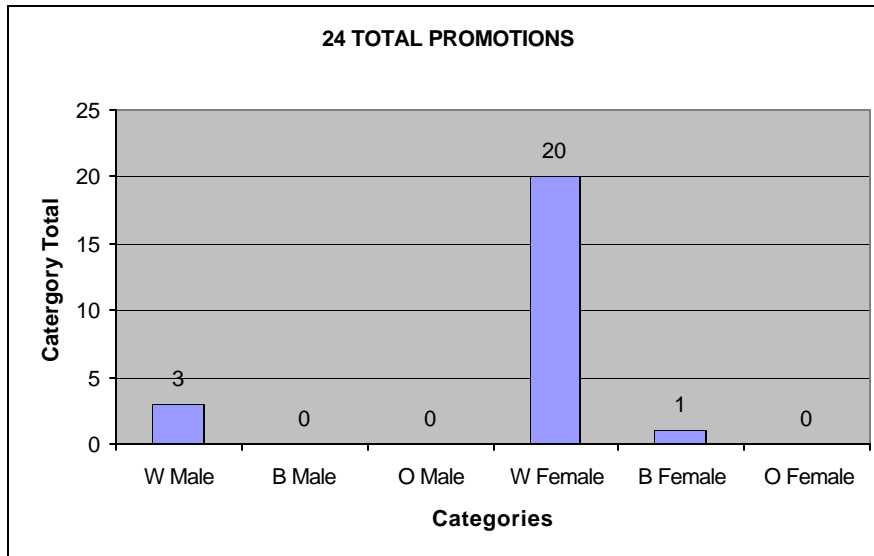
Total Male	23%
Total Female	77%
Total Black	8%
Total Other	3%
Total Minority	11%



\* Represents full-time permanent employees

**PROMOTIONS, NEW HIRES, AND TERMINATIONS**  
**(FOR THE MONTH OF JUNE: SNAPHOT DATE IS JUNE 30, 2006)**

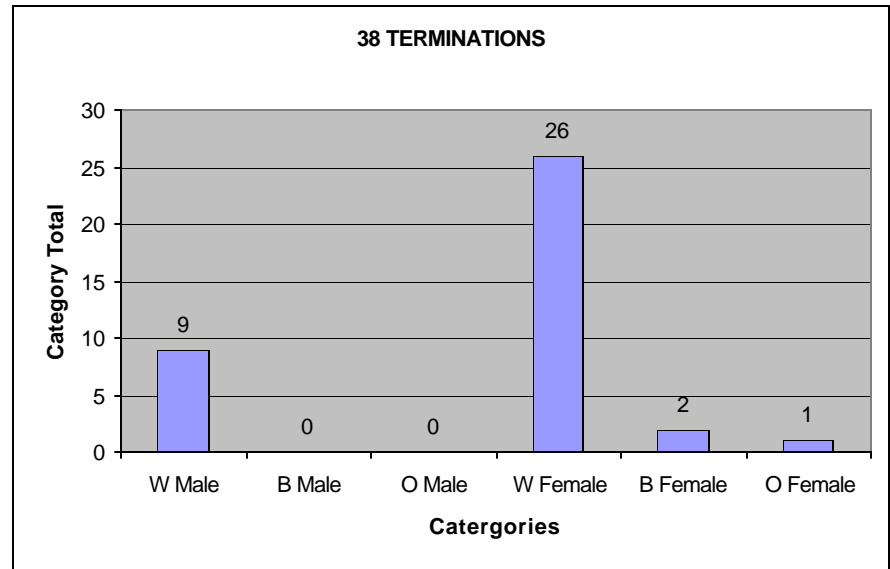
Promotions within the Department totaled twenty-four (24) and consisted of three (3) males and twenty-one (21) females. Gender and racial breakdown consists of three (3) white males, twenty (20) white females, and one (1) black female.



New hires within the Department totaled twenty-nine (29) and consisted of three (3) males and twenty-six (26) females. Gender and racial breakdown consists of three (3) white males, twenty-three (23) white females and three (3) black females.



Terminations (through retirement, resignation, the ending of appointment, dismissal, and death) within the Department totaled thirty-eight (38) and consisted of nine (9) males and twenty-nine (29) females. Gender and racial breakdown consists of nine (9) white males, twenty-six (26) white females, two (2) black females, and one (1) other female.



## **GOAL UPDATE FROM THE PREVIOUS PLAN**

In comparing the previous Workforce Diversity Plan goals with the FY 07 Plan goals, some under-utilized goals were met or reduced.

In the Eastern Area there were no under-utilized areas reported.

The Southwestern Area reduced its goal in Group 501 from two (2) white females to one (1).

In the Northwestern Area there were no under-utilized areas reported.

In the Northeastern Area, Group 201 reduced its goal of three (3) black females to two (2).

In the Central Area, the Group 203 (Computer professionals) was moved from DHSS to the Office of Administration. Group 204 (other professionals) met its goal of two (2) black females. Group 216 met its goal of two (2) white females and Group 303 (other technologists) reduced its goal of thirteen (13) white females to one (1). Group 601 (clerical support/keyboard) met its goal of two (2) other minority females.

## **UNDER-UTILIZATION AND GOALS FOR THE CURRENT PLAN**

The following represents specific under-utilization and the goals for these under-utilized areas. The Department commits to work diligently to continuously improve the commitment to diversity over the next year. The Department commits to continue efforts to recruit and maintain diversity once parity is reached.

Goals are just that – goals. The Department strives to reach its goals through fair hiring practices by employing Affirmative Action principles. Affirmative action represents a desire and commitment from the Department to attract and maintain a diverse workforce capable of delivering services and representing citizens in a diverse population.

## **STATISTICAL ANALYSIS AND GOALS**

The job group and workforce analysis for the Department of Health and Senior Services was computed as of June 30, 2006. This lag data, along with data from the 2000 Census Special Report, was utilized for this report.

A 2-factor utilization form was completed for each job group in each geographical area with ten (10) or more employees. The results from this process are intended to reflect an “outside look” and “inside look” of the Department of Health and Senior Services’ employees and recruitment pools. All state agencies were required to submit plans according to this method.

The two (2) factors for people of color and females are as follows:

Factor 1/Recruitment Area: This is a factor that is looked at in determining the percentage of minorities or women with requisite skills in the reasonable recruitment area. The “reasonable recruitment area” is defined as the geographical area from which the employer usually seeks or reasonably could seek workers to fill the positions in question. This gives a person an “outside look” at our department. This factor looks at whether job recruitment is done on a nationwide level, statewide level, or local level

Factor 2/Promotion: This factor represents the individuals, including minorities and females, in jobs from which the Department can reasonably anticipate promotion or from which a promotional path is in existence and is easily recognized and readily used. This gives a person an “inside look” at our department.

NOTE: All “goals” are hiring goals should vacancies exist.

### **EASTERN AREA**

(Includes St. Louis City and the counties of: Franklin, Jefferson, St. Charles, and St. Louis.)

There were no under-utilized areas reported.

### **SOUTHEASTERN AREA**

(Counties: St. Francois, Ste. Genevieve, Iron, Madison, Perry, Reynolds, Wayne Bollinger, Cape Girardeau, Stoddard, Scott, Mississippi, New Madrid, Pemiscott, Dunklin, Butler, Carter, Ripley, Oregon, Howell, Shannon, Texas, Wright, Douglas, Ozark, Crawford, Washington.)

The under-utilized groups are:

201 (social sciences) reflected under-utilization of black males with the goal of two (2), black females with the goal of nine (9) and other minority females with a goal of one (1).

204 (other professionals) reflects an under-utilization of black females with a goal of three (3).

301 (health) reflects and under-utilization of white females with a goal of two (2).

### **SOUTHWESTERN AREA**

(Counties: Bates, Henry, Benton, Vernon, St. Clair, Hickory, Barton, Cedar, Polk, Dallas, Jasper, Dade, Lawrence, Greene, Webster, Newton, McDonald, Barry, Stone, Taney, Laclede, Johnson, Christian.)

The under-utilization areas are:

104 (other manager) reflects under-utilization of white females with a goal of four (4).

201 (social sciences) reflects under-utilization of black males with a goal of two (2) and black females with a goal of six (6).



204 (other professionals) reflects under-utilization of white females with a goal of twenty-five (25) and black females with a goal of three (3).

205 (medical/health related) reflects under-utilization of black females with a goal of one (1).

501 (para-professionals) reflects under-utilization of white females with a goal of one (1).

### **NORTHWESTERN AREA**

(Counties: Atchison, Nodaway, Worth, Harrison, Holt, Andrew, Gentry, DeKalb, Daviess, Buchanan, Clinton, Caldwell, Platte, Clay, Ray, Carroll, Jackson, Cass, Saline, Lafayette.)

There were no under-utilization areas reported.

### **NORTHEASTERN AREA**

(Counties: Mercer, Putnam, Schuyler, Scotland, Clark, Grundy, Sullivan, Adair, Knox, Lewis, Livingston, Linn, Macon, Shelby, Marion, Chariton, Randolph, Monroe, Ralls, Cooper, Howard.)

The under-utilization areas are:

201 (social sciences) shows under-utilization of black females with the goal of two (2).

204 (other professionals) shows under-utilization of black females with a goal of one (1).

## **CENTRAL AREA**

(Counties: Pettis, Boone, Audrain, Montgomery, Lincoln, Callaway, Morgan, Moniteau, Osage, Gasconade, Camden, Miller, Maries, Pulaski, Phelps, Dent, Warren, Pike, Cole.)

The under-utilization in this area consists of:

104 (other manager) reflects under-utilization of black males with a goal of two (2), other minority males with a goal of one (1), white females with a goal of eighty-two (82), black females with a goal of one (1), and other minority females with a goal of two (2).

201 (social sciences) reflects an under-utilization of black males with a goal of two (2) and black females with a goal of seven (7).

202 (auditors and accountants) reflects under-utilization of black females with a goal of one (1).

204 (other professional) reflects an under-utilization of other minority males with a goal of one (1), white females with a goal of seventy-eight (78), black females with a goal of nine (9), and other minority females with a goal of two (2).

205 (medical/health related) reflects an under-utilization of black males with a goal of two (2), other minority males with a goal of four (4), black females with a goal of nine (9), and other minority females with a goal of four (4).

209 (natural scientists) reflects an under-utilization of other minority males and other minority females with the goals of two (2) and three (3) respectively.

301 (health) reflects an under-utilization of white females with a goal of three (3).

303 (other technologists) reflects an under-utilization of white females with a goal of one (1).

501 (paraprofessionals) reflects an under-utilization of white females with a goal of ten (10)

601 (clerical support/keyboard) shows an under-utilization of black males with a goal of one (1) and other minority males with the goal of two (2).

602 (Clerical Support/Non-keyboard) reflects an under-utilization of black males with a goal of one (1), other minority males with a goal of one (1), black females with the goal of six (6), and other minority females with a goal of two (2).

### ANALYSIS OF JOB AREA ACCEPTANCE RANGE (JAAR)

The Job Area Acceptance Range (JAAR) is the acceptable range either 20 above or below internal availability for either women or minorities in a workforce sector and is used to determine if a potential problem area exists. Taking the number of employees in the target group and dividing that number by the total number of employees in the department calculates the under-representation figures. The Job Area Acceptance Range (JAAR) is calculated using the formula:  $JAAR = A \pm (A \times .2)$ . A represents the internal availability and .2 represents the acceptance range within the job area (20% variation above (+) or below (-) internal availability.)

JAAR results should be interpreted with caution since there can be legitimate reasons for placement patterns.

The calculations are as follows:

1)

- 1,805 employees in DHSS
- 1,242 employees are white females (W/F)

Female under-representation rate in the department:  $\frac{1,242}{1,805} = .68$

$JAAR = (RATE) \pm (.2) (RATE)$

$JAAR = (.68) \pm (.2) (.68)$

$JAAR = .54$  through  $.81$  (if the number falls between these numbers, then it shows that no potential problem area exists.)

2)

- 1,805 employees in DHSS
- 186 employees are minorities

(Minorities = B/M=Black Male, O/M=Other Male, B/F=Black Female, O/F=Other Female)

Minority under-representation rate in the department:  $\frac{186}{1,805} = .10$

$JAAR = (.10) \pm (.2) (.10)$

$JAAR = .008$  through  $.12$  (if the number falls between these numbers, then it shows that no potential problem area exists)

The following calculations are by job group and area:

#### Eastern Area

##### Job Group

- 104 = .50 (Minorities) and .50 (W/F)
- 201 = .58 (Minorities) and .35 (W/F)
- 204 = .29 (Minorities) and .54 (W/F)
- 205 = .29 (Minorities) and .48 (W/F)
- 601 = .73 (Minorities) and .20 (W/F)
- 602 = .100 (Minorities) and .25 (W/F)

#### Southeastern Area

##### Job Group

- 103 = 1.00 (W/F)
- 104 = .33 (Minorities) and .66 (W/F)
- 201 = .11 (Minorities) and .71 (W/F)
- 204 = .03 (Minorities) and .70 (W/F)
- 205 = .04 (Minorities) and .84 (W/F)
- 301 = .50 (W/F)
- 601 = .07 (Minorities) and .92 (W/F)
- 602 = 1.00 (W/F)

#### Southwestern Area

##### Job Group

- 103 = 1.00 (W/F)
- 104 = .28 (W/F)
- 201 = .02 (Minorities) and .84 (W/F)
- 204 = .67 (W/F)
- 501 = .50 (W/F)
- 601 = 1.00 (W/F)
- 602 = 1.00 (W/F)

### Northwestern Area

#### Job Group

- 103 = 1.00 (W/F)
- 104 = .60 (W/F)
- 201 = .14 (Minorities) and .71 (W/F)
- 204 = .09 (Minorities) and .67 (W/F)
- 205 = .09 (Minorities) and .76 (W/F)
- 209 = .11 (Minorities) and .71 (W/F)
- 301 = 1.00 (W/F)
- 601 = .20 (Minorities) and .80 (W/F)
- 602 = .33 (Minorities) and .66 (W/F)

### Northeastern Area

#### Job Group

- 201 = .93 (W/F)
- 204 = .84 (W/F)
- 205 = 1.00 (W/F)
- 601 = 1.00 (W/F)
- 602 = 1.00 (W/F)

### Central Area

#### Job Group

- 101 = .75 (W/F)
- 102 = .75 (W/F)
- 103 = .16 (Minorities) and .83 (W/F)
- 104 = .09 (Minorities) and .52 (W/F)
- 201 = .02 (Minorities) and .92 (W/F)
- 202 = .03 (Minorities) and .81 (W/F)
- 204 = .08 (Minorities) and .59 (W/F)
- 205 = .05 (Minorities) and .81 (W/F)
- 208 = .04 (Minorities) and .80 (W/F)
- 209 = .06 (Minorities) and .46 (W/F)
- 213 = .10 (Minorities) and .50 (W/F)
- 216 = .80 (W/F)
- 301 = .40 (W/F)
- 303 = .50 (Minorities) and .50 (W/F)
- 501 = .81 (W/F)
- 601 = .09 (Minorities) and .86 (W/F)
- 602 = .05 (Minorities) and .82 (W/F)

## **SALARY ANALYSIS**

### **For the first 25% grouping per employee salary**

Low-- \$18,779.90

High-- \$29,243.96

Total full time employees: 513

Total males=53 Total females=460

W/M=44; B/M=07; O/M=02; W/F=397; B/F=55; O/F=08

### **For the second 25% grouping per employee salary**

Low-- \$29,243.96

High-- \$35,076.08

Total full time employees: 392

Total males=72 Total females=320

W/M=65; B/M=06; O/M=01; W/F=290; B/F=24; O/F=07

### **For the third 25% grouping per employee salary**

Low-- \$35,772.04

High-- \$41,675.92

Total full time employees: 453

Total males=123 Total females=330

W/M=110; B/M=08; O/M=05; W/F=301; B/F=26; O/F=03

### **For the fourth 25% grouping per employee salary**

Low-- \$41,915.95

High-- \$114,199.90

Total full time employees: 446

Total males=167 Total females=279

W/M=158; B/M=04; O/M=05; W/F=254; B/F=13; O/F=12

## **GLOSSARY**

**AFFIRMATIVE ACTION** – Result-oriented policies, programs and procedures designed to prevent discrimination and to promote employment opportunities for minorities, women, the disabled and veterans.

**WORKFORCE DIVERSITY PLAN**- The written plan incorporating a set of specific and results-oriented procedures to which the department commits itself to apply every good-faith effort to achieve.

**AVAILABILITY** – The percentage of minorities or females among those people who have the skills required for entry into a specific job group, or who are readily capable of acquiring those skills.

**AVAILABILITY ANALYSIS (Two-Factor Analysis)** – The process that estimates how many minorities and females are available for employment. The percentages this analysis produces are the benchmarks against which the employer's utilization of minorities and females is measured.

**DEPARTMENT**- For purposes of this plan, “Department” refers to the Missouri Department of Health and Senior Services.

**FACTOR** – One of two types of applicant pools from which the Department of Health and Senior Services might reasonably be expected to draw employees for a job group.

**FACTOR AVAILABILITY** – The percentage of minorities or females among those people associated with one of two factors who have the skills required for entry into a specific job group, or who are readily capable of acquiring them.

**FINAL JOB GROUP AVAILABILITIES** – The sum of the weighted factor availabilities, Factors 1 and 2, for a job group. Final job group availabilities apply to a job group as a whole.

**GOALS** – An objective established to achieve a reasonable representation of an under-utilized sex or racial/ethnic minority in the workforce based on availability in the labor market.

**JOB GROUP** – One or more jobs having similar content, wage rates and opportunities.

**MINORITIES** – All persons classified as Black or African American, Hispanic or Latino, Asian, Native Hawaiian or other Pacific Islander, American Indian or Alaskan Native, Bi or Multi Racial.

**PARITY** – For purposes of this plan, the employment of women and minorities in various job groups at levels that approximate the external availability of qualified members of those groups for those particular job categories.

**PERSON WITH A DISABILITY** – Any person who has a physical or mental impairment which substantially limits one or more of such person's major life activities; or who has a record of such impairment; or who is regarded as having such an impairment.

**PROTECTED CATEGORY** – The race/ethnic categories are defined as follows:

American Indian or Alaska Native – A person having origins in any of the original peoples of North America, and who maintains cultural identifications through tribal affiliation or community recognition (includes Aleuts and Eskimos).

Asian – A person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent. The area includes, for example, China, Japan, and Korea.

Black or African American (not of Hispanic Origin) – A person having origins in any of the lack racial groups of Africa.

Hispanic or Latino – A person of Mexican, Puerto Rican, Cuban, Central or South American or other Spanish culture or origin, regardless of race.

Caucasian or White (not of Hispanic Origin) – A person having origins in any of the original peoples of Europe, North Africa, or the Middle East.

Native Hawaiian or other Pacific Islander – A person having origins in any of the original peoples of the Hawaiian Islands or a person having origins in any of the original peoples of the Pacific Islands. This area includes, for example, the Philippine Islands and Samoa.

Bi or Multi Racial – A person who self-identifies with two (Bi) or more (Multi) categories mentioned above (but can include other racial identities not mentioned above.)

**RECRUITING AREA (Labor area)** – The geographic area from which the Department of Health and Senior Services draws its workforce.

**UNDER-UTILIZATION** – Having fewer racial/ethnic minorities or women in a particular job category than would reasonably be expected based on their availability in the labor market.

**UTILIZATION ANALYSIS** – The comparison of availability to workforce composition of minorities and females for each job group. The comparison can be made using a variety of rules, such as the 80% rule, the Any Difference Rule and the 2 and 3 Standard Deviation Rule. The result indicates instances of under-utilization of minorities or females within a job group.

**VALUE WEIGHT** – A percentage assigned to each of the factors within a job group. These percentages express the relative amount of hiring the Department of Health and Senior Services does from each factor in staffing a specific job group.



## **JOB GROUPS**

### **101 OFFICIALS AND ADMINISTRATORS**

Department Director (State)  
Deputy Department Director (State)  
Deputy Division Director  
Division Director

### **102 MANAGERS/ADMINISTRATORS**

Human Relations Officer III  
Principal Assistant Board/Commission

### **103 MANAGERS/SPECIALIZED TRAINING**

Chief Counsel  
Community Health Nurse V  
Computer Information Technology Manager I  
Dietician IV  
Health and Senior Services Manager (Band 1)  
Health and Senior Services Manager (Band 2)  
Health and Senior Services Manager (Band 3)

### **104 OTHER MANAGERS**

Assistant Health Program Administrator  
Designated Principal Assistant (Department)  
Designated Principal Assistant (Division)  
Environmental Public Health Specialist IV  
Environmental Public Health Specialist V  
Environmental Specialist IV  
Facilities Operations Manager (Band 1)  
Facilities Operations Manager (Band 2)  
Fiscal and Administrative Manager (Band 1)  
Fiscal and Administrative Manager (Band 2)  
Human Resources Manager (Band 2)  
Investigation Manager (Band 1)  
Investigation Manager (Band 2)  
Laboratory Manager (Band 1)  
Laboratory Manager (Band 2)  
Laboratory Manager (Band 3)  
Nutrition Specialist  
Program Coordinator (Mental Health)  
Public Health Epidemiologist  
Research Analyst IV  
Research Manager (Band 1)  
Research Manager (Band 2)  
Research Manager (Band 3)

## 201 SOCIAL SCIENCES

Aging Program Specialist I  
Aging Program Specialist II  
Child Care Program Specialist  
District Child Care Facility Supervisor  
Health Care Regulatory Supervisor  
Home and Community Services Area Supervisor  
Licensed Clinical Social Worker  
Social Service Worker I  
Social Service Worker II

## 202 AUDITORS AND ACCOUNTANTS

Accountant I  
Accountant II  
Accountant III  
Accounting Analyst I  
Accounting Analyst II  
Accounting Analyst III  
Budget Analyst III  
Senior Auditor

## 203 COMPUTER PROFESSIONALS (Moved to the Office of Administration)

Computer Information Technologist I  
Computer Information Technologist II  
Computer Information Technologist III  
Computer Information Technology Specialist I  
Computer Information Technology Specialist II  
Computer Information Technology Supervisor I  
Computer Information Technology Supervisor II  
Geographic Information Systems Analyst  
Geographic Information Systems Specialist

## 204 OTHER PROFESSIONALS

Child Care Facility Specialist I  
Child Care Facility Specialist II  
Child Care Facility Specialist III  
Coordinator of Children's Programs  
Environmental Public Health Specialist III  
Environmental Specialist I  
Environmental Specialist II  
Environmental Specialist III  
Environmental Specialist IV  
Executive II  
Facility Surveyor I  
Facility Surveyor II

Facility Surveyor III  
Investigator I  
Investigator II  
Investigator III  
Long-Term Care Specialist  
Nutritionist I  
Nutritionist II  
Nutritionist III  
Occupational Safety and Health Consultant I  
Office Services Coordinator I  
Planner II  
Planner III  
Public Information Administrator  
Public Information Coordinator  
Public Information Specialist I  
Public Information Specialist II  
Research Analyst I  
Research Analyst II  
Research Analyst III  
Special Assistant Professional  
Video Production Specialist I  
Video Production Specialist II

205 MEDICAL/HEALTH RELATED

Community Health Nurse I  
Community Health Nurse II  
Community Health Nurse III  
Community Health Nurse IV  
Consultant Community Health Nurse  
Epidemiology Specialist  
Facility Advisory Nurse I  
Facility Advisory Nurse II  
Facility Advisory Nurse III  
Health Educator I  
Health Educator II  
Health Educator III  
Health Facilities Consultant  
Health Facilities Nursing Consultant  
Health Planning Specialist  
Health Program Representative I  
Health Program Representative II  
Health Program Representative III  
Medical Consultant  
Medical Specialist II  
Senior Epidemiology Specialist

Special Health Care Needs Regional Coordinator

208 MANAGEMENT ANALYST, PERSONNEL

Management Analysis Specialist I

Management Analysis Specialist II

Personnel Analyst II

Personnel Officer I

Training Technician I

Training Technician II

Training Technician III

209 NATURAL SCIENTISTS

Associate Public Health Laboratory Scientist

Environmental Public Health Specialist III

Public Health Laboratory Scientist

Senior Public Health Laboratory Scientist

212 NON-CERTIFIED ENGINEERS

Engineering Consultant

Environmental Engineer I

Environmental Engineer II

213 ATTORNEYS/HEARING OFFICERS

Hearings Officer

Legal Counsel

216 PURCHASING AGENTS/BUYERS

Procurement Officer I

301 HEALTH

Emergency Medical Services Inspector I

Emergency Medical Services Inspector II

Medical Laboratory Technician I

Medical Laboratory Technician II

303 OTHER TECHNICIANS

Computer Information Technologist I

Computer Information Technologist Trainee

Geographic Information Systems Technician I

Geographic Information Systems Technician II

Office Services Assistant

501 PARAPROFESSIONALS

Executive II

Laboratory Assistant

#### 601 CLERICAL SUPPORT/KEYBOARD

General Office Assistant  
Office Support Assistant (Keyboard)  
Office Support Assistant (Steno)  
Senior Office Support Assistant (Keyboard)  
Senior Office Support Assistant (Steno)  
Special Assistant Office and Clerical

#### 602 CLERICAL SUPPORT/NON-KEYBOARD

Account Clerk I  
Account Clerk II  
Administrative Office Support Assistant  
Information Support Coordinator  
Mail Room Supervisor  
Office Support Assistant (Clerical)  
Personnel Clerk  
Senior Office Support Assistant (Clerical)  
Storekeeper I  
Storekeeper II  
Supply Manager I

#### 802 CLEANING AND BUILDING SERVICE

Maintenance Supervisor I  
Maintenance Worker II

#### 803 TRANSPORTATION OCCUPATIONS

Motor Vehicle Driver